

SCENARIO NOTE TO THE DEPUTY MINISTER

Quayside Steering Committee MeetingMEETING DETAILS

- **DATE/TIME:** April 20, 2018
- **LOCATION:** Teleconference [REDACTED]
- **PARTICIPANTS:**
 - Kelly Gillis
 - Glenn Campbell
 - Gerard Peets
 - [REDACTED]

ISSUE


- This is the first meeting of the Quayside Executive Steering Committee, struck to serve as a governance mechanism for the Quayside project. The committee involves representatives from the three levels of government (departmental and political), Waterfront Toronto and Sidewalk Labs.
- [REDACTED]

HIGHLIGHTS/KEY CONSIDERATIONS

- [REDACTED]
- **There is a niche for this forum as a venue for information sharing.** We clearly have an interest in staying current on the issues that are being dealt with by Waterfront Toronto and Sidewalk. The forum can serve this purpose. We can also share insight on the federal context to assist Waterfront in charting a course that is sensitive to our interests. [REDACTED]

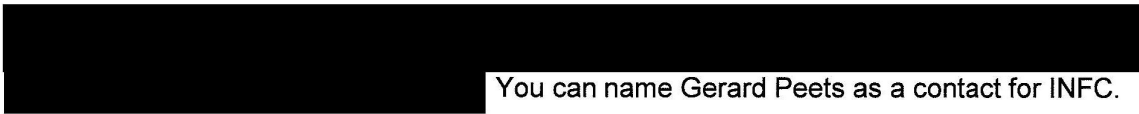
PROTECTED B

- **To move the discussion forward, you could choose to:**

- Summarize how you see this forum fitting in (a venue for Toronto Waterfront and Sidewalk to keep Governments up to date, 




- Emphasize the value of getting together regularly to share information on this initiative, including as a means of identifying specific obstacles to advancing the project that may arise down the road.



You can name Gerard Peets as a contact for INFC.

KEY BACKGROUND

- At issue currently in the negotiations between Waterfront Toronto and Sidewalk is the content of a Master Development and Implementation Plan. 


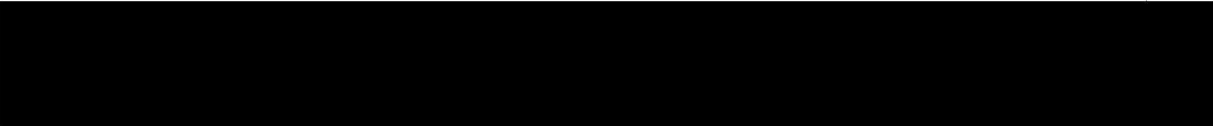


- Meeting material is provided in Annexes:

- The meeting agenda;
- The draft terms of reference for this committee, membership chart, organizational chart and memo on project governance;
- A deck on the scope of the Master Development Implementation Plan;
- An update on the Plan Development Agreement; and
- A public engagement plan for Quayside.

PROTECTED B**POINTS TO REGISTER**

- This forum is a useful venue for Infrastructure Canada to stay up to date on the progress of the Quayside initiative. We can prepare for and coordinate sharing of information among other federal agencies that also have an interest.
- We understand the desire to ensure good oversight and management of the Quayside project. But good governance is about ensuring the right people are working together on the right issues, where accountability is aligned with the right parties.

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- There is tremendous value in getting together regularly to share information on this initiative. Down the road, I can foresee using this forum as a means of identifying, reviewing and dealing with obstacles to advancing the project, as they arise, in each of our areas of responsibility.
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Quayside Executive Steering Committee (QESC)

20 Bay St. Suite 1310

April 20, 2018

3:30 PM – 5:00 PM

1. Introductions/Welcome
2. Governance
 - i. Memo – Quayside Project Governance
 - ii. Approval of Terms of Reference
 - iii. Committee Membership
3. Quayside Planned Development Agreement Update Memo
4. Update Presentation - Master Innovation and Development Plan (MIDIP) Scope
5. Public Engagement Update

Terms of Reference Draft

Quayside Executive Steering Committee (QESC) Toronto Waterfront Revitalization Initiative

Background:

As approved in the 2017-18 Corporate Plan, Waterfront Toronto issued a competitive Request for Proposals for an Innovation and Funding Partner to help create and fund a plan for a globally-significant community. This project is intended as a testbed -- engaging citizens, civic, academic and Canadian business organizations -- to showcase advanced technologies, building materials, sustainable practices, and innovative business/funding models that can achieve a healthy, diverse and climate positive urban development.

Sidewalk Labs was chosen as the successful proponent as Waterfront Toronto's Innovation and Funding Partner. Together, Waterfront Toronto and Sidewalk Labs will join with citizens and other partner entities to develop a Master Innovation and Development Plan (MIDP) over the next 12-18 months. The MIDP will be subject to review by Waterfront Toronto's Board and its shareholder governments, as well as Sidewalk Labs' Board and the relevant government regulatory authorities.

Proposed Coordination Entity:

The Quayside Executive Steering Committee is intended to provide tri-government project-level oversight and coordination for the Quayside initiative. The Committee will be convened by Waterfront Toronto and include representatives from Sidewalk Labs, the City of Toronto, the Province of Ontario and the Government of Canada.

Role and Responsibilities:

The Quayside Executive Steering Committee will be the project-level oversight and coordination vehicle for reviewing, evaluating and providing input on the following:

1. Plan Development Agreement (timeline and budget);
2. Valuation Methodologies (including approaches for land valuation, acquisitions, and disposition; infrastructure systems, delivery and funding; and participation in technology platforms that provide data/support to infrastructure systems and vertical buildings; and
3. Master Innovation and Development Plan.

The Quayside Executive Steering Committee will be the organizing entity to:

1. Review initial pilot projects before proposals are formally submitted to approving government regulatory authorities;
2. Monitor and refine the public and stakeholder engagement plan;

3. Identify input on approval pathways for proposed project innovations;
4. Provide input on procurement protocols for WT assets;
5. Provide input and direction on procurement protocols for assets outside of WT's purview;
6. Review spending against identified budget;
7. Review proposed milestones and schedule;
8. Review and provide input on project-related risk management protocols;
9. Provide additional coordination with other non-Waterfront Toronto capital projects;
10. Refer policy and/or unresolved issues to the IGSC; and
11. Review on going reports on project performance.

The Quayside Executive Steering Committee may delegate aspects of this work to the Project Delivery Team.

Chair:

The responsibility of the chair will be shared on a rotating basis after each meeting between interested members.

Membership:

The Quayside Executive Steering Committee will be comprised of the following:

- Waterfront Toronto: President and CEO;
- Sidewalk Labs: President;
- City of Toronto: Deputy City Manager Cluster B;
- Government of Ontario: Deputy Minister, Ministry of Infrastructure
- Government of Canada: Assistant Deputy Minister, Smart Cities Directorate, Infrastructure Canada

Representatives of political offices (e.g., Toronto Office of the Mayor) will be invited to participate in meetings.

Quayside Executive Steering Committee meetings will be attended and supported by senior project manager staff/directors from each participating organization that is part of the Project Delivery Team.

Project Delivery Team and Administrative Support:

The Project Delivery Team will be comprised of Waterfront Toronto and Sidewalk Labs staff who will deliver the project and will include senior project manager staff/directors from other participating organizations and key consultants and contractors.

Waterfront Toronto will be responsible for drafting records of discussions, following up on decisions and actions, disseminating information, distributing meeting documentation, scheduling meetings and logistical arrangements, as required.

Page 2 of 4

Quayside ESC Terms of Reference – TWRI

Dispute Resolution:



Meetings:

Quayside Executive Steering Committee meetings will be convened every six (6) weeks. The schedule of meetings will be established by its members and meetings will be held in-person or by teleconference.

Agendas and agenda materials are to be prepared by the Project Delivery Team, with review of the City's Waterfront Secretariat and circulated one week in advance.

Reporting:

The Quayside Executive Steering Committee will prepare and circulate a covering memorandum and meeting minutes to the IGSC within two weeks after each Quayside Executive Steering Committee meeting. The covering memorandum will summarize key issues, and most importantly, flag any matters that may require the IGSC's attention.

Term:

The Quayside Executive Steering Committee shall exist and operate until the approval or disapproval of the Master Innovation and Development Plan. This Terms of Reference shall be revisited and updated by the Quayside Executive Steering Committee and IGSC members if the Quayside Project goes forward beyond the MIDP stage.

Quayside Executive Steering Committee

March 26, 2018

Scope of MIDP

Sidewalk Toronto Proprietary and Confidential



The Master Innovation and Development Plan (MIDP) will deliver the necessary information for WT, SWL, the three levels of government and other stakeholders to understand how the Sidewalk Toronto vision can be realized and create a process for it's possible implementation.



The “MIDP” is our own term created to describe all that goes into the package of information that enables Sidewalk Toronto to proceed



- The MIDP is a **dynamic document**; its contents and scope will shift to reflect decisions determined throughout the MIDP development process
- The MIDP is a **strategic document**; how content is handled will reflect Sidewalk Toronto’s strategy for numerous objectives
- The MIDP product **reflects negotiations** throughout the MIDP development process; it will evidence the scrutiny, assessment, and contributions of numerous internal and external stakeholders, including government entities
- The process of developing the MIDP will **create alignment** between Sidewalk Labs, Waterfront Toronto, and all three levels of government

While the elements of the MIDP may evolve, the package must ultimately provide the basis for moving forward with Sidewalk Toronto



1 TECHNOLOGY VALIDATION

Evidence that our Pillars are making meaningful progress against our innovation objectives, and have sufficiently advanced and de-risked our technology program through deep engagement with the market and early pilots

2 QUAYSIDE PLAN

A detailed plan that provides the basis to proceed with the development of Quayside as a test bed for the broader site, including details on a likely meaningful capital investment needed to begin development

3 DISTRICT SCALE

A concrete framework for development, including detailed plans for district-wide systems; a vision that justifies a new approach to the Eastern Waterfront and a strategy in place to ensure adjacent work does not preclude the ability to execute SWTO's vision

4 REGULATORY PATHWAY

A set of documents that will be the basis to engage public sector entities (from City Council to the Provincial Municipal Board) to enable iterative implementation of Project Sidewalk across the Eastern Waterfront, consistent with our vision and plan

5 PUBLIC SUPPORT

Demonstrable public support for our plan that creates support for bold opportunities and mitigates reputational risks

6 FINANCIAL MILESTONES

Milestones that validate our financial model including relevant capital formation and updated, more rigorous sensitivity analysis around key risks

Sidewalk Toronto Proprietary and Confidential

Scope of the MIDP will be based on the following work programs



- Sustainability
- Mobility
- Public Realm
- Buildings
- Community and City Services
- Digital Platform
- Development Planning
- Housing Affordability
- Economic Development
- Privacy and Data Governance
- Early Actions

MIDP Progress



The first SWTO Working Summit, focused in large part on alignment of the MIDP scope, took place on February 28th. It marked an internal deadline where each work stream clearly articulated...

01

Objective

Vision for the workstream with an emphasis on where objectives have evolved through the Waterfront Toronto / Sidewalk Labs collaboration post-RFP selection

02

Q1 Work Highlights

Major efforts and milestones that have been completed between the announcement and today

03

Draft Initiatives / MIDP Process Priorities

The (WIP) structure and priorities for what the breakdown of work looks like within this workstream

**Page(s) 15 to 23
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c), and 20(1)(d)
of the *Access to Information Act***

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de la *loi sur l'accès à l'information***

Neighbourhood Association Meetings: Attend and make presentations at the request of neighbourhood associations and/ or local organizations. Presentations and summary notes will be posted to the web site (www.sidewalktoronto.ca).

- February 26: West Don Lands Association
- March 13: York Quay Neighbourhood Association
- March 28: St. Lawrence Neighbourhood Association
- Others TBD

Public Roundtables: Present project updates and invite public to work in small, facilitated groups to help refine our thinking during key phases in the creation of the development plan. Meetings are also livestreamed. Presentations and feedback reports will be posted on the web site after each meeting. Four meetings currently planned:

- March 20: approximately 800 people attended and participated in person and more than 2,000 have viewed the presentation online.
- May 3
- July 11
- October 3

Resident Reference Panel: Through a random mail drop to over 20,000 households across the city, residents were invited to volunteer to serve on the 36-member Sidewalk Toronto Reference Panel to provide the project team with planning and policy guidance. From those who volunteered, a panel of residents has been assembled that represent the diversity of Toronto. Meetings of the panel are not open to the public; however, the panel will produce a public report. Meeting dates are:

- April 21
- May 5
- June 2
- June 23
- September 25

Design Jams (Charrettes): Attend a design charrette to examine specific elements of the plan. Dates TBD (spring / summer 2018)

CivicLabs: Two-day sessions that bring together Torontonians to examine issues like mobility, housing, and inclusion. Dates TBD (spring / summer 2018)

Advisory Working Groups: Six Sidewalk Toronto advisory working groups have been formed, including approximately 80 local subject matter leaders as well as community members, to advise on: Sustainability, Public Realm, Housing Affordability, Community Services, Data Governance, and Mobility. These meetings are not open to the public, however, meeting summaries will be posted on the web site.

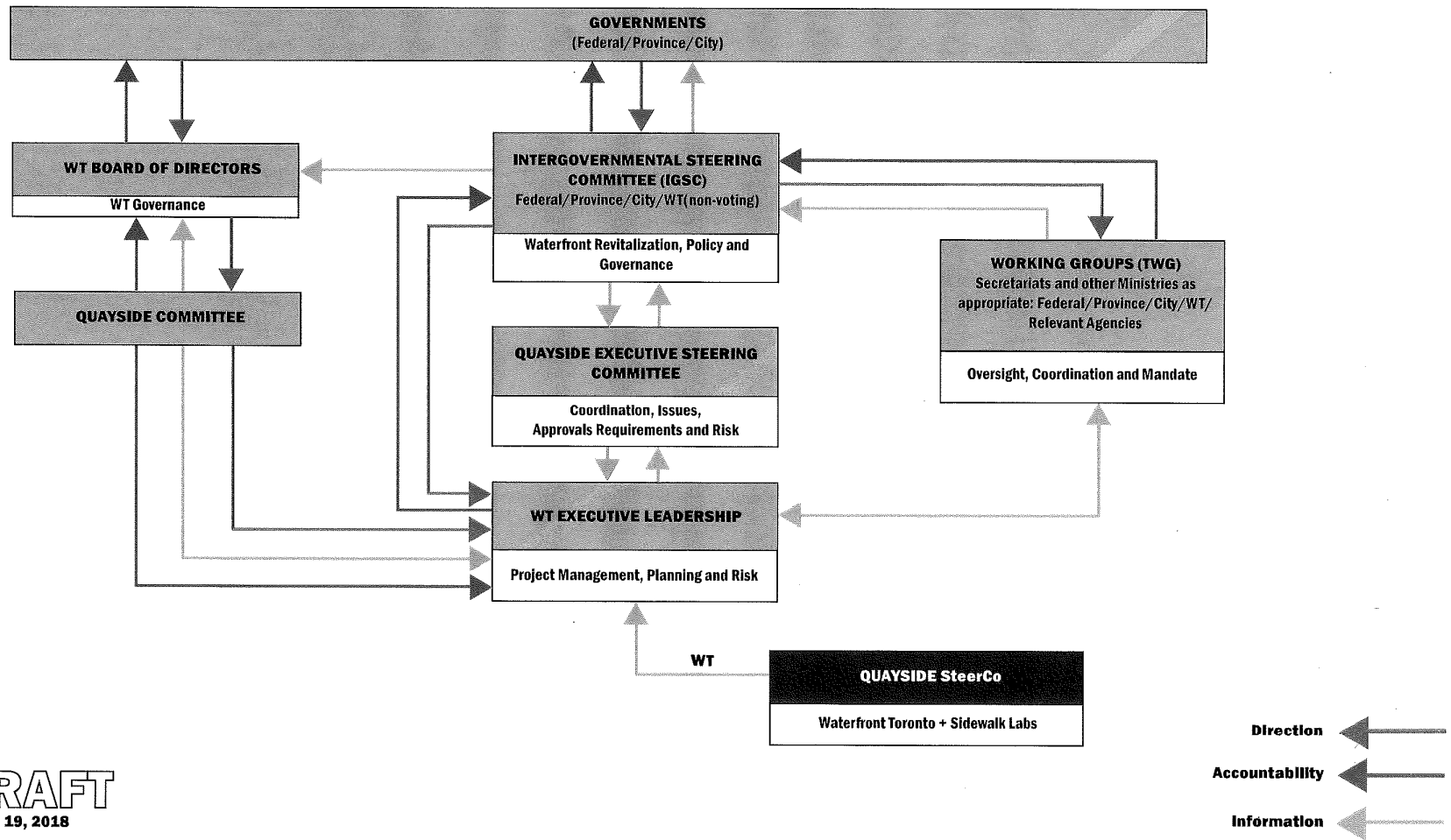
Public Talk Series: four talks planned over the next several months. The talks will feature acclaimed speakers discussing ways that cities around the world are preparing for the future and addressing challenges related to sustainability, mobility, housing, and inclusive urban design. These talks will not focus specifically on the Sidewalk Toronto project. Events are also livestreamed.

- March 27: The Future of Complete Streets.
- April 24: The Future of Affordable Urban Housing
- Next two talks TBD in the fall

Fellows Program: Twelve fellows between the ages of 19 and 24 from different backgrounds and fields — including urban planning and architecture, business, public policy, science and technology, media, and the arts — selected to study how Toronto can build its newest waterfront neighbourhood, Quayside, and make it a model for vibrant, environmentally sustainable, inclusive, and technologically advanced living. Fellows will travel to New York, Boston, Amsterdam, Copenhagen, and Vancouver to learn how different cities are revitalizing their waterfronts and using new urban technologies and will produce a report for the project team.

YMCA-Sidewalk Toronto Summer Kids Camp: Free summer camp for children, ages 9-12, to learn about the waterfront and explore ideas for its future. Anticipate three one-week sessions.

Quayside Governance



DRAFT
March 19, 2018

MEMBERSHIP FOR QUAYSIDE COMMITTEE

	INTERGOVERNMENTAL STEERING COMMITTEE (IGSC)	WORKING GROUP (TWG)	QUAYSIDE EXECUTIVE STEERING COMMITTEE (QESC)
	Deputy Minister, Infrastructure and Communities	Director, Program Operations Branch, Infrastructure Canada	
Federal	Associate Deputy Minister, Infrastructure and Communities	Program Analyst, Program Operations Branch, Infrastructure Canada	Assistant Deputy Minister, Smart Cities Directorate, Infrastructure Canada
	Assistant Deputy Minister, Infrastructure and Communities Program Operations Branch	Junior Program Analyst, Program Operations Branch, Infrastructure Canada	
Provincial	Deputy Minister, Ministry of Infrastructure	Director, Realty Policy Branch, Ministry of Infrastructure	
	Assistant Deputy Minister, Realty Division, Ministry of Infrastructure	Manager, Realty Policy Branch, Ministry of Infrastructure	Deputy Minister, Ministry of Infrastructure
City	City Manager	Director Waterfront Secretariat	
	Deputy City Manager	Senior Corporate Management and Policy Consultant, Strategic & Corporate Policy, City Manager's Office	Deputy City Manager, Cluster B
WT	President & CEO		President & CEO
SWL			Josh Sirefman, Head of Development

On January 17th, 2018 the Quayside Committee approved for recommendation to the Board a protocol for briefing governments. This protocol was approved at the March 29th board meeting. The protocol requires that the Quayside Committee share all significant documents and milestones with governments for comment and input in advance of seeking Board approval. This will be conducted through the Intergovernmental Steering Committee (IGSC) and the newly established Quayside Executive Steering Committee (QESC). The organizational chart for government engagement is attached.

The Quayside project will progress through a number of oversight bodies in the lead up to Board consideration:

- *Intergovernmental Steering Committee (IGSC)*
 - This committee has senior membership from the three orders of government and meets quarterly, or more frequently, as required to deal with public policy objectives. The IGSC meets quarterly.
- *Quayside Executive Steering Committee (QESC)*
 - This committee has been established at the request of the IGSC
 - The mandate and governance template is based on the successful Port Lands Executive Steering Committee.
 - The group has representation from the three orders of government.
 - Political staff will be invited to attend in an observer capacity.
 - This group will be more granular and operational in nature than the IGSC and will provide project level oversight. It will be a coordination vehicle for reviewing, evaluating and providing input on the Plan Development Agreement, land valuation methodologies and the Master Innovation and Development Plan.
 - The Terms of Reference and membership for the Quayside Executive Steering Committee are attached.
 - The QESC will meet monthly.
- *Quayside Committee of the Waterfront Toronto Board*
 - The Committee meets monthly with WT staff
 - The Co-Chairs meet bi-weekly with WT staff
- *Waterfront Toronto Board of Directors*
- *Quayside Project SteerCo*

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- This is an internal Waterfront Toronto/Sidewalk Labs executive leadership committee with representation from both organizations.
 - Representatives are as follows:
 - For Waterfront Toronto - Will Fleissig, President & Chief Executive Officer and Meg Davis, Chief Development Officer
 - For Sidewalk Labs - Dan Doctoroff, Chief Executive Officer and Josh Sirefman, Head of Development

WT management will work with the Quayside Committee Co-Chairs to ensure that the appropriate information and issues are raised at each level of the governance structure.